Have Mind Will Travel sm

Business Design • Information Technology Strategy

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Notes for a Guest Lecture on Organization Culture to the Fall 2002 Managerial Communications Within Organizations COM 3068 Class at Baruch

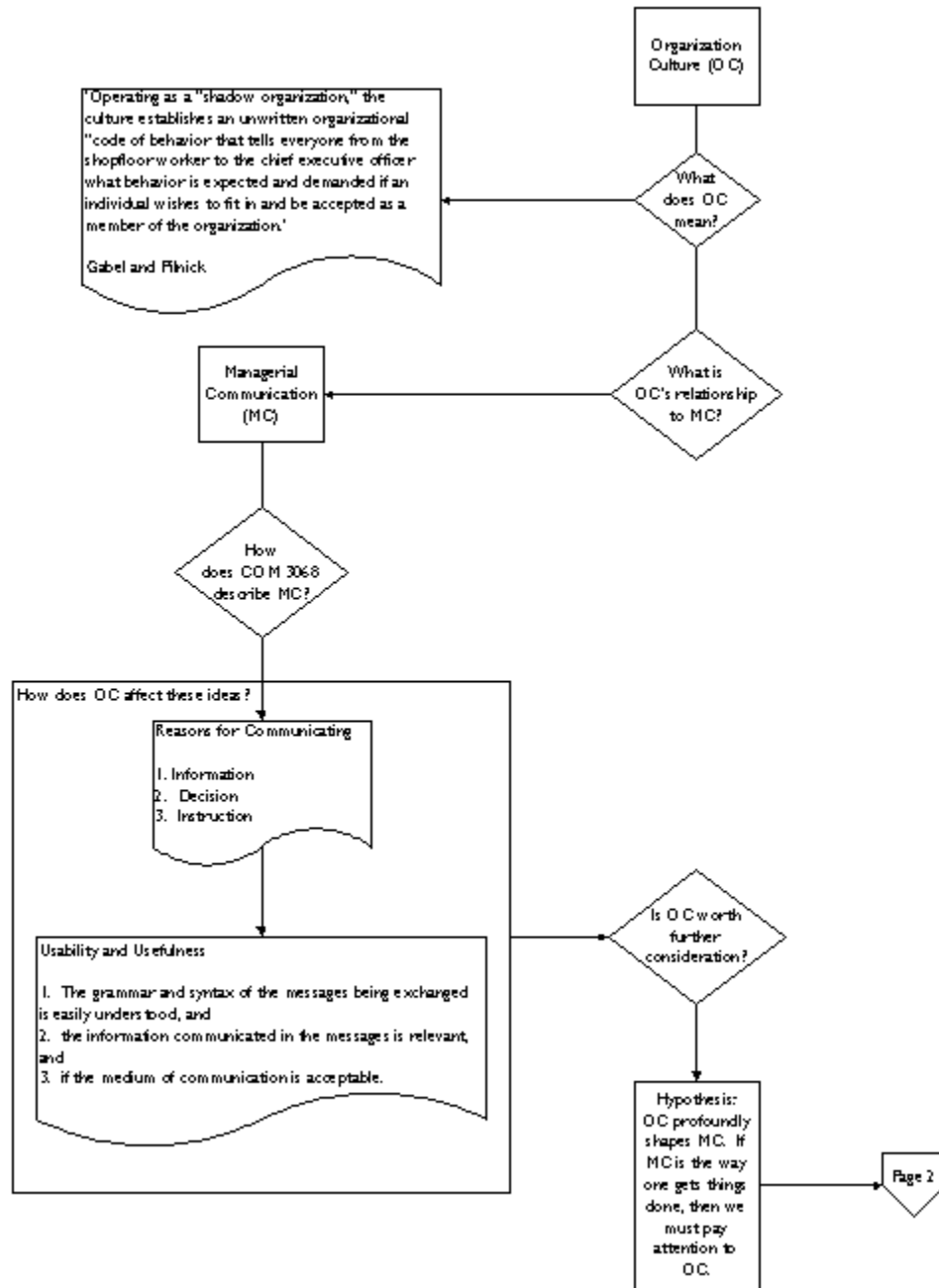## 3068 MANAGERIAL COMMUNICATION WITHIN ORGANIZATIONS [1]
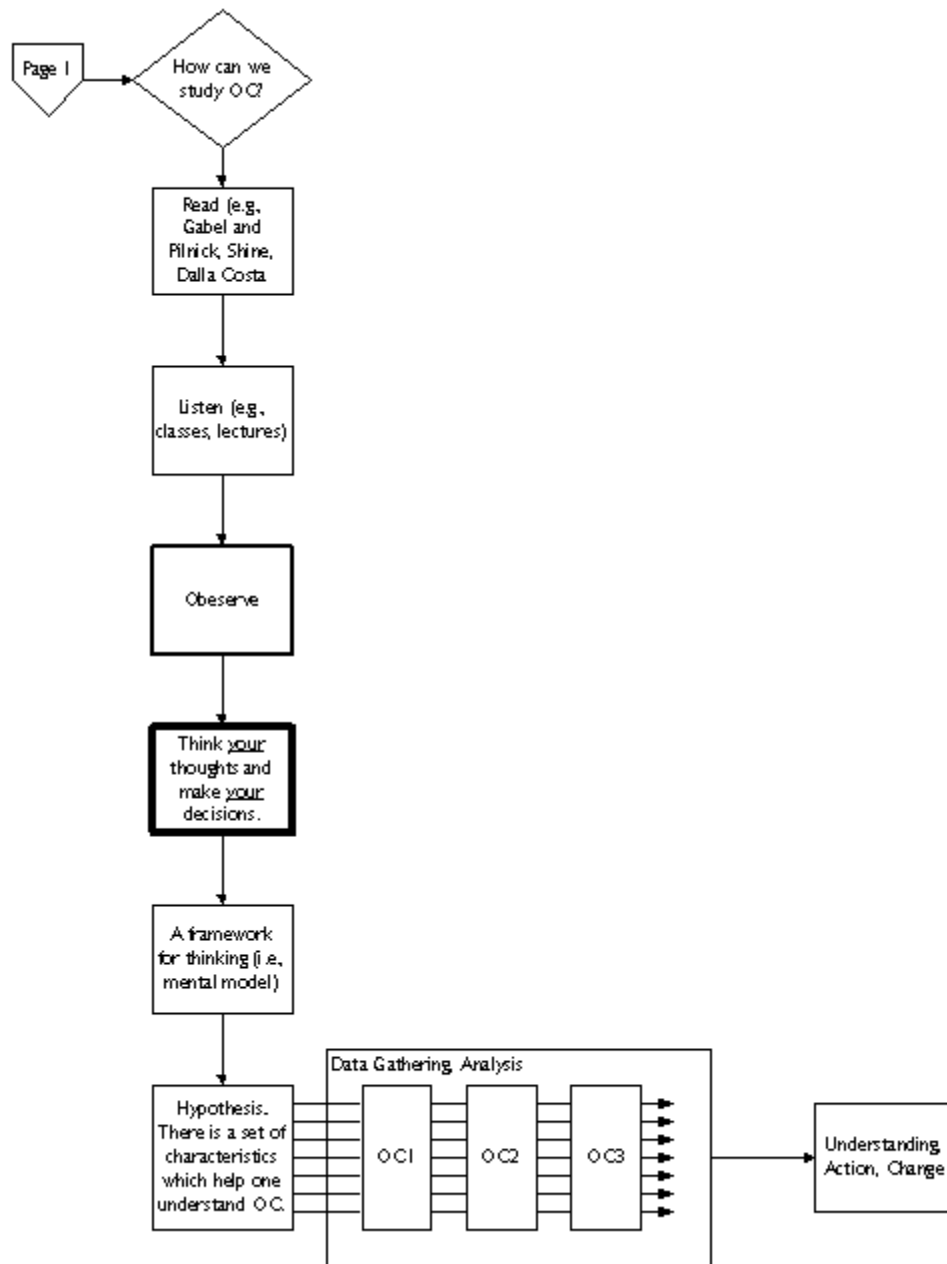
(FORMERLY SPE 3068)

3 hours; 3 credits

This course introduces the study of managerial communication within complex organizations through a review of recent theoretical contributions, empirical findings, and methodological advances in the field of organizational communication.

Prerequisite: one 3-credit course in communication studies.

Notes

Organization
Culture (O C)

What
does OC
mean?

"Operating as a "shadow organization," the culture establishes an unwritten organizational "code of behavior that tells everyone from the shopfloor worker to the chief executive officer what behavior is expected and demanded if an individual wishes to fit in and be accepted as a member of the organization.'

Gabel and Rhnick

What is
OC's relationship
to MC?

Managerial
Communication
(MC)

How
does COM 3068
describe MC?

How does OC affect these ideas?

Reasons for Communicating

1. Information
2. Decision
3. Instruction

Usability and Usefulness

1. The grammar and syntax of the messages being exchanged is easily understood, and
2. the information communicated in the messages is relevant, and
3. if the medium of communication is acceptable.

Is O C worth
further
consideration?

Hypothesis:
OC profoundly
shapes MC. If
MC is the way
one gets things
done, then we
must pay
attention to
OC.

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Characteristics per Jim Drogan

For a characteristic to be an important characteristic it must affect the way things get done in the organization. In other words, one should be able to write a cause-effect statement that clearly links the characteristic to the impact.

1. Speed of decision-making.
2. Degree of information sharing.
3. Diversity of population.
4. Reach and range of products and services.
5. Relationships w/external parties.
6. Reporting structure.
7. Congruence between policies and practices, and how things really get done.
8. The degree to which reality is recognized.
9. Common agendas.
10. Shared commitments.

11. Organizational volatility.
12. Management of personal growth; movement of personnel into and out of the organization.
13. Values. Increasing in importance.
14. Tradition and history. Decreasing in importance.
15. Comfort w/change.
16. Industry position – leader, close follower, muddler, struggler.

Characteristics per Anonymous

1. Preferred style, method and frequency of communication
2. How decisions get made -- who has the "real" power
3. Work hours -- practice vs policy
4. Degree of employee empowerment
5. Average length of time in a position
6. Leadership -- what are their backgrounds -- grew up in company, recruited from outside, MBA, MBA key school, background in a particular discipline, etc
7. Role your chosen function plays within company

Characteristics per Anonymous

1. My experience that there is a lot of culture speak in a company about vision and so forth and then there is the stuff that makes the engine run
2. required actions by employees and partners to earn trust and get future assignments - -values and stuff vary by company
3. metrics - -what do they actually measure and what is on the radar screen of the top management
4. churn - -what is the level of personnel churn that management really wants and sets to meet

The Bottom Line

Is OC important to:

1. Looking for a job?
2. Doing your job?

Having Said All This, Let's See If We Can Put Some of This into Practice by Discussing the Culture of an Organization.

Pick a culture that is common to all, or most, of us. How about Baruch?

Special note: we don't want to make judgments – we just want to understand better.

Supporting Material

A Cloud Over the Recovery: Businesses' New Frugal Ways

> After '90s Investment Spree, Firms Are Trying to Do More With Less

> By CLARE ANSBERRY, Staff Reporter of THE WALL STREET JOURNAL

> Wednesday, October 16, 2002

Bower, J. L. (1992). The Craft of General Management (Practice of Management Series), Harvard Business School.

Costa, J. D. (1998). The Ethical Imperative: Why Moral Leadership Is Good Business, Addison-Wesley.

Gabel, J. E. and S. Pilnick (2002). The Shadow Organization in Logistics: The Real World of Culture Change and Supply Chain Efficiency. Oak Brook, Council of Logistics Management.

Huntington, S. P. (1998). The Clash of Civilizations and the Remaking of World Order. New York, Touchstone Books.

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